

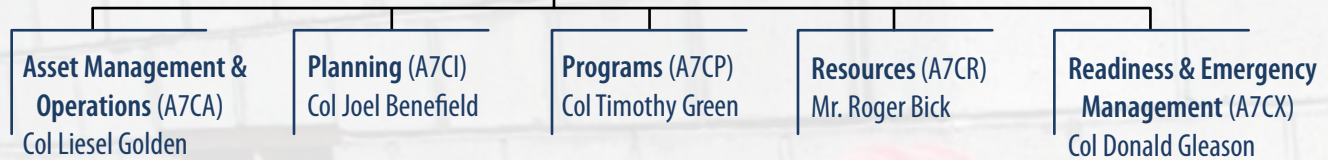
HQ Air Force A7C Divisions

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ASSET MANAGEMENT AND OPERATIONS DIVISION (A7CA)

Asset management is moving the CE community forward. The Air Force Institute of Technology hosted the first Asset Management Flight Chief course for over 110 students. For the Activity Management Plan (AMP) initiative, the Asset Management team developed and beta-tested templates to investigate 11 core civil engineer activities at both Langley AFB and Fairchild AFB. These beta tests demonstrated how AMPs can be implemented across the Air Force.

The Housing Management Branch continued to provide Airmen with world-class housing, while progressing toward the goal of eliminating inadequate military family housing units at all of our bases by FY09. We started 2008 with a total housing inventory of 55,701 units (22,044 considered inadequate) and, through improvement projects, privatization, and demolition, reduced our inventory to 38,050 (11,650 considered inadequate).

Our built infrastructure team continued utilization and refinement of the Office of the Secretary of Defense (OSD) cost models, validating more than \$56.5B in modeled facility investment requirements across the future years' defense plan (FY10-15). The key to meeting our energy challenges is rooted in our asset management transformation philosophy. The Air Force 2008 Infrastructure Energy Strategic Plan (IESP) was approved. The plan is built on four pillars: 1) improve current infrastructure; 2) improve future infrastructure; 3) expand renewables; and 4) manage costs. Initial application of the IESP demonstrated resounding success by garnering \$482M in AFOSI Innovation Funding in FY2009.

In December 2007, we dedicated the largest (14.2 MW) photovoltaic solar array installation in the United States at Nellis AFB, Nev., which will offset 25% of the installation's annual energy use. Wind turbines installed at F.E. Warren AFB, Wyo., and at Ascension Island can produce 4 MW of electricity, and a successful landfill gas project at Hill AFB, Utah, is capable of producing 1.3 MW of electricity. Dover AFB, Del., one of our installations participating in "Operation Change Out," replaced incandescent light bulbs with more efficient compact fluorescent lights to potentially save \$800K a year.

A perennial front-runner in environmental performance, the Air Force leads all DoD components in implementing Environmental Management Systems (EMSs) in accordance with Executive Order 13423. Through these systems and an aggressive conservation program, we've implemented a standardized natural infrastructure methodology to manage over eight million acres of installation property and critical training ranges. In yet another transformation, the Air Force restoration program has seen an immediate payback from centralization. Improved business processes identified a number of program savings such as \$69M in reduced overhead costs, \$32M from more stringent Air Force-wide program reviews, and \$12.5M in reduced civilian payroll. These savings were reinvested to accelerate cleanup to help ensure that the Air Force will achieve the FY12 goal.



PLANNING DIVISION (A7CI)

2008 proved to be another exciting year for the Planning Division. In last year's almanac, we said we would attack the FY10 POM with vigor, and that we did. The Installation and Support Branch (A7CIP), home of the Installation Support Panel (ISP), worked with the HAF Program Element Monitors, Integrated Process Teams, and MAJCOM representatives to build a strong FY10-15 budget request supporting the warfighter while decreasing some of the "risk in infrastructure" prevalent in recent Air Force submissions. In particular, the FY10 POM focused on MAJCOM Commander Requirements, Energy Conservation, and Dormitories by providing additional funding to all three programs. The ISP also validated every Air Force Smart Operations for the 21st Century (AFSO21) initiative impacting the portfolio. The ISP worked with personnel across the HAF and MAJCOMs to transform the Base Operating Support program into the new, OSD-directed Installation Services program.

The Strategic Initiatives Branch (A7CIS) continued to embrace the task of leading our transformation. One of the biggest accomplishments of the transformation team, which includes members from the MAJCOMS, FOAs, and bases, was publishing the 2008 Civil Engineer Strategic Plan. This document charts our path to ensure that Air Force leaders and combatant commanders can count on engineer capabilities now and in the future. Another big step forward was the implementation of a corporate governance structure, including the CE Council and CE Board of Directors, with responsibility for guiding us through our transformational efforts. Finally, A7CIS partnered with Business Process Owners (CE functional experts) to

define the requirements for our Next Generation IT System; they continue the integration of these requirements into a commercial off-the-shelf software operating platform.

The Basing Branch (A7CIB) led the Air Force's planning effort on several high-interest initiatives, including requirements for the Air Force Cyber Command, an expanded Air Force Base Defense Group, an Air Force Public Affairs Agency FOA, and the AFRICOM Headquarters basing initiative. Our Joint Basing team worked with OSD and the other services to finalize implementation guidance and the 265 Common Output Level Standards needed to transition installations to joint bases. They also worked hand-in-hand with installation personnel to develop draft Memoranda of Agreement (MOAs) at McGuire and Anderson AFBs and a final MOA (with VCSAF signature) at Andrews AFB. Last, but not least, our planners participated in an ACC-led reengineering of the Air Force Comprehensive Planning Program that resulted in a more efficient process, providing better decision-quality data to our customers.

This past year presented many opportunities to excel as we've operated within constrained budgets, tackled complex basing initiatives and beddown proposals, and shaped the transformation of our 60,000+ Civil Engineering force. We eagerly look toward the future as we ready ourselves for challenges in 2009.

PROGRAMS DIVISION (A7CP)

The Programs Division (A7CP) continued to focus on its primary responsibilities: planning, programming, and traditional military construction (MILCON). Along those lines, the Air Force submitted a \$989M MILCON request to the president for FY09, including \$123M for five CENTCOM projects directed by OSD. Though the Air Force continues to take risk in infrastructure to fund higher priorities (recapitalizing and modernizing the force), the FY10 POM build saw greater emphasis in funding MAJCOM commander current-mission requirements. A7CP worked aggressively with MAJCOM programmers and the Installation Support Panel to put a face on the MILCON program and defend each project on its own merit. In the end, the Air Force presented a \$1.4B FY10 MILCON program to OSD, which included a 125% increase in current mission projects. Seventy MILCON projects worth \$683M were financially closed out, while 85 FY08 and prior year projects, valued at \$1.1B, were awarded in FY08.

A7CP's Military Family Housing (MFH) program is working towards the execution of a \$396M FY09 and a \$178M FY10 MILCON program. In 2008, MFH execution awarded 11 projects of over \$647M, emphasizing the "best" combination of MFH MILCON and privatization. As stewards of base realignment and closure MILCON, A7CP executed 80% of the \$941M FY08 program.

A7CP also continued its Southwest Asia (SWA) oversight MILCON responsibilities and assumed new ones for opera-

tion and maintenance project management. FY08 MILCON projects included 12 GWOT supplemental projects (\$343M) and one unspecified minor construction project (\$1.5M). FY08 SWA O&M project management included three Contingency Construction Authority projects (\$98M).

In addition to MILCON, A7CP focused on a number of other programs, including force enabler programs such as Unspecified Minor Construction (P-341); Temporary Facilities, Energy Conservation and Investment Program; and Defense Access Roads 44 O&M facility repair — projects totalling more than \$5M in costs and requiring approval of \$576M in FY08. A7CP also continued O&M project policy development and maintained oversight of the non-appropriated funds activity. The FY08 report to congress consisted of seven major construction projects totaling \$107M; 15 FY07 major projects are underway with a value of \$216.6M.

The A7C Congressional Cell orchestrated the 2008 Staffer Days, gaining critical review and support of the MILCON and MFH construction programs submitted in the FY09 President's Budget. The cell processed more than 350 congressional inquiries, providing critical information to committee members, and helped prepare Air Force leaders for testimony at 16 congressional hearings.

RESOURCES DIVISION (A7CR)

2008 has been an exciting year for the Resources Division (A7CR) as we remained focused on providing budget oversight of the O&M Combat Support program. The Division continued to foster our close working relationship with the Office of the Air Force Deputy Assistant Secretary for Budget. In conjunction with the Asset Management Division, nearly \$140M in O&M funds were secured to support the MAJCOMs' dorm renovation efforts to ensure that our Airmen are provided the quality living environments they deserve.

The ongoing migration from budgetary financial plans to O&M execution planning continued to improve management oversight and visibility into each MAJCOM's FY09 financial program. This forward-looking process enabled us to provide MAJCOM Resource Advisors with a very detailed and helpful analysis of their expected FY09 financial distribution. This "peek under the tent" provided crucial insight into their programs and enhanced their ability to plan for FY09.

The new Investment Accounts Branch matured, overcoming challenges with accurate and timely accounting of the \$10.5B Air Force MILCON, the \$6.3B MFH MILCON, and the \$433M GWOT MILCON Supplemental programs. Through cooperation between the Asset Management Division

and AFCEE, the \$688M MFH O&M and the \$900M Environmental Quality and Environmental Restoration programs were successfully executed.

The Investments Branch has embraced resource management transformation through financial execution improvements utilizing Air Force and MFH MILCON centralized checkbooks, Family Housing Analysis Checkbook tools, and implementation of process improvement efficiencies in investment accounts resource funds flow. Such improvements facilitated support to the Programs Division for the award of over \$811M in FY08 MILCON, \$1.8M in MILCON P&D for FY09/10 programmed construction and congressional inserts, and the successful execution of \$23M in the GWOT MILCON Supplemental.

The AFSO21 program continues to seek new, improved, and more efficient methods of operation across the Air Force. The MAJCOMs submitted numerous initiatives for consideration, with over \$708M approved to receive FY09 innovation funds. These initiatives are expected to generate nearly \$2B in savings across the FYDP.

READINESS AND EMERGENCY MANAGEMENT DIVISION (A7CX)

Readiness and Emergency Management (A7CX) continued significant transformational efforts in all areas and achieved numerous successes aimed at supporting CE warfighters.

To enhance Prime BEEF and RED HORSE capabilities, we conducted a wholesale review of our wartime obligations to develop a new comprehensive wartime task standard. This standard served as the baseline for evaluating how we can most effectively prepare civil engineers for battlefield tasks. Efficiencies will be gained by using existing Silver Flag sites to deliver pre-deployment training for each UTC and integrating Guard and Reserve capabilities to meet training needs.

We also made improvements at posturing forces to meet combatant commander requirements. We instituted the new Tempo Band construct to allow flexibility in meeting Air Force and Joint requirements. Civil Engineering functional area managers developed a Global Force Management two-year rotation plan to source requirements through June 2010, which will establish a predictive schedule for both active duty and reserve component forces. A7CX also partnered with SAF/AQ, AFCENT, and AFPC to reclassify or delete 94 CE requirements, providing some manpower relief and ensuring that forces are employed properly.

A7CX partnered with Air Mobility Command for the Expeditionary Combat Support IPT to formalize active duty and Reserve Prime BEEF squadron associations. Hickam, Travis, and Barksdale AFBs are pilot bases for the program.

This formalization will produce efficiencies in operations and training through shared facilities and resources.

We declared initial operational capability on Air Force Incident Management System (AFIMS) implementation on Jan. 1, 2008. This year's Fire and Emergency Management Symposium focused on achieving AFIMS final operational capability by Dec. 31, 2009. To further this effort, the HAF developed AFIMS training standards, the Emergency Control Center concept, the Emergency Response Operations Common Operating Picture (COP) Community of Interest (which developed an interim COP solution), and a headquarters-level Emergency Management Working Group.

To sustain and preserve the EOD career field, we established a Senior Leader EOD Working Group to address pay, training, and manpower issues. We partnered with AF/A1 to add the EOD career field to the small number of specialties authorized to receive Special Duty Assignment Pay. The EOD optimization plan was approved, authorizing an additional 22 officers and 159 enlisted personnel. The division also played a key role in acquiring 105 MRAP vehicles for our warfighters in the AOR.

A7C signed AFI 32-2001 (Fire and Emergency Services CONOPS) to institutionalize the Fire and Emergency Services Program. We reduced false alarms 17% and standbys 15% via operational risk management analysis, allowing firefighters to concentrate on true emergency calls. We also provided \$1.3M to upgrade installation fire alarms.

